

*Focusing on the Future*  
**15<sup>th</sup> Annual NACOLE Conference**  
**Session Summaries**

# Saturday, October 31<sup>st</sup>

---

**8:30 am**      **Registration Begins**

**10:30 am**      **Session I**

**Models of Oversight: Real-life Examples of The Success (and Limitations) of Different Civilian Oversight Models**

This session will give several real-life examples of how the presence of a civilian oversight agency effected how a complaint or issue was resolved. The examples will highlight the advantages and limitations present in each situation. Each presentation will provide a nuts and bolts description of what the agency did in connection with the complaint or issue including how the role and authority of the agency shaped its approach and advanced and/or limited its actions.

Presenters:

Stephen Muffler, Executive Director, Citizen Review Board, Key West, FL

Liana Perez, Independent Police Auditor, Tucson, AZ

Jayson Wechter, Investigator, Office of Citizen Complaints, San Francisco, CA

**1:30 pm**      **Session II**

**Incident Analysis: Different Perspectives**

In this session police Incidents will be analyzed from the perspective of the different players involved. The goal is to appreciate the variety of issues raised by one incident and where perspectives overlap or diverge, depending on the role and interests of the player.

For instance, in a use of force complaint, the complainant could focus on the physical injuries, establishing liability and/or contesting criminal charges. The involved officer will be concerned with defending the use of force. Complaint investigators will consider potential misconduct issues and might consider potential policy changes. Command staff might be concerned with tactical questions, liability issues, and risk management. Union representative might focus on the duty to represent the officer and broader labor implications. Civilian oversight organizations will be concerned about accountability and transparency, while community groups might be interested in other social and political issues related to the incident.

Presenters:

Corporal Michael Bowen, Vice-President, Austin Police Association, Austin, TX

Al Eells, Assistant Chief, Austin Police Department, Austin, TX

Kathryn Olson, Director, Office of Professional Accountability, Seattle Police Department, Seattle, WA

Debbie Russell, President, ACLU of Texas, Central Texas (Austin) Chapter, Austin, TX

**3:15 pm**

**Session III**

**National Guidelines for Civilian Oversight Professionals**

A working group, which included the Police Assessment Resource Center (PARC), recently produced a national guideline for civilian oversight professionals, principally monitors. These guidelines will be formally presented for the first time at the NACOLE Conference in Austin.

Presenters:

Merrick Bobb, President and Founding Director, PARC, Los Angeles, CA

Michael Bromwich, Independent Monitor, District of Columbia Police Department, Fried Frank

Harris Shriver & Jacobson, LLP, Washington, DC

Assistant Chief Ralph Godbee, Detroit Police Department, Detroit, MI

**4:30 pm**

**Session IV**

**Model Specific Roundtables**

This is the second year that NACOLE has featured these model-specific workshops. Developed in response to requests from conference attendees through the years, the workshops allow oversight practitioners to meet with others working in similar agencies and/or boards or commissions. Separate meeting spaces/rooms have been reserved for the individual meetings.

The roundtable discussions provide a forum at the start of the conference for attendees to meet others working in like-models of oversight to discuss issues and methods pertinent to their specific brand of oversight. With the assistance of facilitators, attendees will be free to structure the discussion as they choose or as the discussions lead. It will also be an opportunity to plan meetings later in the conference, regional meetings, and/or discuss new/better ways NACOLE can work for you.

**Auditor/Monitor Model:**

Facilitators:

*Samuel Walker, Ph.D.* Professor Emeritus, University of Nebraska at Omaha, Omaha, NE

*Michael Gennaco, Esq.*, Chief Attorney, Los Angeles Office of Independent Review,  
Commerce, CA

**Commission/Board Model:**

Facilitators:

*Cris Beamud, Esq.*, Executive Director, Atlanta Citizen Review Board, Atlanta, GA

*Sue Quinn, MA, MFT*, NACOLE Past President, San Diego, CA

**Investigative Model:**

Facilitators:

*Joyce Hicks, Esq.*, Executive Director, Office of Citizen Complaints, San Francisco, CA

*Kathryn Olson, Esq.*, Director, Seattle Office of Professional Accountability, Seattle, WA

**International Roundtable:**

Facilitators:

*Barbara Attard, MPA*, NACOLE Past President, San Francisco, CA

*Eileen Luna, Esq.*, Associate Professor, American Indian Law and Policy, University of  
Arizona

**7:00 pm Welcoming Reception  
City Hall  
Austin, Texas**

Please join us for a reception to welcome you to Austin. Hors d'oeuvres will be served with a cash bar available. Although City Hall can be seen from the hotel, further directions will be provided at the time of registration.

# Sunday, November 1<sup>st</sup>

8:30 am

## **Session V – Concurrent Session**

### **Best Practices for Investigating and Auditing Less-Lethal Force**

Many law enforcement agencies perform extensive investigations and audits of potentially lethal uses of force, but most law enforcement or civilian review agencies do not always review or audit the investigations of officers' use of less-lethal force, such as firm grips or take downs or even the use of Tasers or pepper spray, all of which have the potential to result in injury to the suspects and/or officers. Furthermore, these types of uses of force can result in complaints or claims for damages, or may even draw attention to a pattern or practice of inappropriate policing or inadequate training.

As such, it is valuable for law enforcement and oversight agencies to systematically investigate and audit these uses of force. The panelists will discuss the LAPD's procedure for reporting and investigating these incidents, including the role and response of individual officers, their supervisors, auditors, and civilian oversight professionals, and the benefits of such reporting, investigation, and auditing policies.

#### **Presenters:**

Jennifer Gomez, Police Performance Auditor III, Office of the Inspector General, Los Angeles, CA

Kathryn Olson, Director, Office of Professional Accountability, Seattle, WA

Kesha D. Taylor, Chief Investigator, Office of Police Complaints, Washington, DC

Commander Rick Webb, Internal Affairs, Los Angeles Police Department, Los Angeles, CA

#### **Moderator:**

Teresa Magula, Special Investigator II, Office of the Inspector General, Los Angeles, CA

8:30 am

## **Session VI – Concurrent Session**

### **Immigration Issues and Citizen Oversight**

Responding to rising sentiment in some communities against the presence of large numbers of immigrants in the United States, an increasing number of police and correction departments have adopted policies allowing officers to check the immigration status of people who are stopped, arrested, or incarcerated. These policies have raised important concerns about whether some departments are unlawfully targeting people who look Hispanic or are otherwise engaged in racial profiling. Such policies may undermine efforts by law enforcement to enlist the support of a diverse public in combating crime.

Some Sheriffs are letting U.S. Immigration Customs and Enforcements (ICE) agents inside the county jail to make sure that unauthorized immigrants are not released into communities after their sentences. This panel will explore whether citizen oversight agencies can, through their policy and review function, mitigate some of the harsher (and possibly discriminatory) effects of these policies aimed at identifying undocumented aliens with criminal records.

#### **Presenters:**

Eduardo I. Diaz, PhD, NACOLE Past-President, Executive Director, Miami-Dade County Independent Review Panel, Miami, FL

Sheriff Greg Hamilton, Travis County Sheriff's Department, Austin, TX

James Harrington, Executive Director, Texas Civil Rights Project, Austin, TX

**10:30 am      Session VII – Concurrent Session  
Oversight of Jails & Prisons**

This session will provide a well-rounded discussion and overview of the Inmate Complaint Process. It will also touch on the various issues confronting inmates and custody staff. This will include, but not be limited to, dealing with medical and mental health needs, as well as staffing, training, and funding needs.

Presenters:

Diana Claitor, Texas Jail Project, Austin, TX

Stephen Connolly, Executive Director, Orange County Office of Independent Review, Santa Ana, CA

Michele Deitch, Adjunct Professor at University of Texas at Austin, Austin, TX

Diane Wilson, Texas Jail Project, Austin, TX

**10:30 am      Session VIII – Concurrent Session  
Making the Grade: Performance Standards Aimed at Getting an “A”**

With scarce public resources in these fiscally austere times, police oversight bodies must prove their worth like never before if they want to continue to exist with adequate funding in the future. This presentation is intended to furnish oversight agencies with the tools to show how they are performing while addressing workload and backlog issues that are being more closely scrutinized. The two panelists, representing the Commission for Public Complaints Against the Royal Canadian Mounted Police (CPC) and the New York City Civilian Complaint Review Board (CCRB), will describe the internal and external performance standards and measures they instituted with the goal of increasing the accountability, efficiency and the relevance of both agencies.

Through the presentations made by key representatives of the CPC and CCRB, the audience will come away with practical guidance as to how performance indicators can be used in all types of oversight settings, investigative or monitor-like, large and small. This forward-looking discussion of the initiatives in Canada and New York City will shed light on the benefits of greater transparency and enhanced accountability that can accrue both to oversight bodies and their partner law enforcement agencies.

Presenters:

Kevin Brosseau, Senior Director, Operations, Commission for Public Complaints Against the RCMP, Ottawa, Ontario

Marcos Soler, Director of Research and Strategic Initiatives, New York City Civilian Complaint Review Board, New York, NY

Moderator:

Philip K. Eure, Executive Director, Office of Police Complaints, Washington, DC

1:30 pm

### **Session IX – Concurrent Session**

#### **Citizen Complaints and Officer Dissatisfaction: Better Resolution Through Mediation**

Citizen complaints against police are traditionally handled as internal affairs investigations and often result in "not sustained" findings and low satisfaction for community members and officers alike. Community-police mediation programs in New York City, San Francisco, Washington D.C. and Denver have begun referring complaints to mediation in large numbers, resulting in higher satisfaction for citizens and officers alike, increased timeliness and improved citizen and officer behavior. Learn how to create a successful mediation program and how to ensure its long-term success through objective evaluation criteria. Learn the differences between the four largest community-police mediation programs in the country and the strengths and weaknesses of the various models. Learn how mediation can improve community-police relationships and improve your standing with your police unions and your rank and file officers.

Presenters:

*Lisa Cohen*, Director of Mediation, New York City Citizen Complaint Review Board, New York, NY

*Philip Eure*, NACOLE President, Executive Director, Office of Police Complaints, Washington, DC

*Joyce Hicks*, Executive Director, Office of Citizen Complaints, San Francisco, CA

*Richard Rosenthal*, NACOLE Board Member, Independent Monitor, City & County of Denver, Denver, CO

1:30 pm

### **Session X**

#### **Inter-Agency Collaboration for Enhanced Civilian Oversight**

The relationship between civilian overseers and law enforcement is often antagonistic. However, it does not necessarily have to be that way. The insight civilian overseers gain from their review of police operations can be of assistance to law enforcement agencies interested in improving their existing systems.

Different entities can recognize the experience and insight each can bring to the table when evaluating a police department's existing procedures as well as individual investigations and reports.

Panelists will discuss their respective experiences working as part of a collaborative effort between law enforcement and civilian oversight to enhance existing procedures – including providing a candid assessment of the pros and cons of such an approach. In addition, it is anticipated that the panelists will share their insight into the common "pitfalls" and/or mistakes to avoid, including how to prevent criticism from your agency's civilian overseer. Finally, panelists will provide tools for the civilian oversight, internal affairs, and other law enforcement personnel in the audience to assist them in improving their existing investigative protocols.

Panelists:

Richard Webb, Commander, Internal Affairs Group, LAPD, Los Angeles, CA

Nicole Bershon, Asst. Inspector General, Office of the Inspector General, Los Angeles, CA

Chief Roberta A. Abner, Leadership and Training Division, LA County Sheriff's Department, Monterey Park, CA

Michael Gennaco, Chief Attorney, Office of Independent Review, Commerce, CA

Moderator:

Julie Buchwald, Special Investigator II, Office of the Inspector General, Los Angeles, CA

**3:15 pm**

**Session XI – Concurrent Session**  
**Cooperatively Investigating Lethal Use of Force Incidents: An LAPD Case Study**

Incidents involving serious uses of force by police officers, such as officer-involved shootings, have the potential to strain police-community relations and challenge police agencies' internal investigation and review systems. In order to facilitate the proper adjudication of such incidents (by entities such as Use of Force Review Boards and civilian Police Commissions), it is fundamentally important that incidents be appropriately investigated so as to provide complete and accurate information.

In order to ensure that investigations are appropriately conducted, it is vital for the oversight practitioner, and the investigators whose work is overseen, to understand relevant investigative principles and techniques. A collaborative working relationship between the oversight practitioner and the investigator, throughout the course of an investigation, can help to ensure the quality of an investigation.

The presentation, which will be based upon a case study of an officer-involved shooting investigation, will define principles and techniques that form the basis for quality investigations and will identify how effective oversight can help ensure that investigations are conducted appropriately.

**Presenters:**

Gary McCaskill, Asst. Inspector General, Office of the Inspector General, Los Angeles, CA  
Kris E. Pitcher, Captain, LAPD, Force Investigation Division, Los Angeles, CA  
Django Sibley, Assistant Inspector General, Office of the Inspector General, Los Angeles, CA

**3:15 pm**

**Session XII – Concurrent Session**  
**“R.E.S.P.E.C.T.” (Find out what it means to Youth and Law Enforcement)**

The focus of this workshop is to explore the existing relationship between many Law Enforcement entities and the youth of the jurisdictions which they serve. Oftentimes these relationships are strained to say the least based on a lack of trust, cultural differences and stereotypes one has for the other. The participants will share their experiences in dealing with this dynamic relationship and strategies for breaking down negative perceptions and building strong respectful relationships.

**Panelists:**

Judge Charles Baird, 299<sup>th</sup> District Court of Travis County, Austin, TX  
Kameron Johnson, Juvenile Public Defender, Travis County Public Defender, Austin, TX

**Moderator:**

Cliff Brown, Police Monitor, Office of the Police Monitor, Austin, TX



7:30 PM

***The Rant***  
**A Play by Andrew Case**

An African-American teenager is fatally shot on his front porch in a crime-ridden neighborhood of New York City. Hysterical and wrought with grief, the boy's mother accuses the police of murdering her son. A woman of Persian ancestry, whose job it is to investigate police misconduct, begins to find contradictions in the stories presented by both the mother and various eye-witnesses, including an African-American policeman on the scene. The "men in blue" close ranks around their beleaguered colleague. Accusations of racism and sexism poison the investigation and the audience is led down a Rashomon-like journey in which the truth appears to be less and less accessible, while the world hurries to form opinions based on uninformed assumptions.

# Monday, November 2<sup>nd</sup>

8:30 am

## **Session XIII – Plenary Address**

**Shanetta Cutlar, Special Litigation Section, Civil Rights Division, U.S. Department of Justice**

Ms. Cutlar is the Chief of the Special Litigation Section, U.S. Department of Justice. Having worked in the Civil Rights Division since 1993, she served for over 2 years as Special Counsel and was appointed Chief in March of 2003. As Special Counsel Ms. Cutlar led the team of attorneys and professionals handling the investigations of the Cincinnati, Detroit and Prince George's police departments.

After being appointed the Chief position she become responsible for supervising and overseeing the work of the Section, involving health care facilities, prisons and jails, juvenile detention facilities and police misconduct.

Ms. Cutlar will be sharing with us her past experiences in her position and discussing the Section's pattern or practice program.

10: 30 am

## **Session XIV – Concurrent Session**

**Promoting Fair and Impartial Policing: A Comprehensive Program for Addressing Bias in Policing**

Understanding the mounting research on biased policing and navigating the myriad stop, search and arrest data collection methods and statistical models can be difficult and may inhibit informed debate around the impact of race on policing and the criminal justice system. As a result, oversight practitioners and law enforcement agencies might find themselves avoiding meaningful dialogue altogether, thereby missing important opportunities to work collaboratively to address bias in policing.

This panel is intended to offer guidance for civilian oversight professionals on rethinking the concept of biased policing and will examine methods beyond data collection for promoting safe, effective and impartial policing. It will also challenge the claim that biased policing is caused by widespread racism in policing and explore the notion that even well-meaning officers can sometimes manifest biased behaviors, including coverage of hot-off-the-press social-psychological research on bias that used police officers as subjects. The implications of this broader reconceptualization for cooperative reform efforts will also be addressed.

Primarily, however, this panel will focus on principles and best practices for promoting fair and impartial policing and address issues such as recruitment and hiring, training, policy development and implementation, measurement (including a cost-benefit analysis and examination of key aspects of data collection) and accountability. Particular attention will be paid to the challenges of investigating biased policing complaints and the implications of those challenges for agency and civilian review practice. Session attendees will learn about efforts to develop a comprehensive agency program to produce fair and impartial policing in the San Francisco Police Department.

Presenters:

*Brian Buchner*, Special Investigator II, Office of the Inspector General, Los Angeles, CA

*Dr. Lorie Fridell*, Associate Professor, Department of Criminology, University of South Florida, Tampa, FL

**10:30 am**

**Session XV – Concurrent Session**

**Ethics, Integrity & the Police Culture – Examining the Police Code of Silence**

The "Code of Silence" is often referred to in the context of internal and criminal investigations of police misconduct. Learn about the challenges faced by law enforcement administrators, civilian oversight and criminal prosecutors in trying to get officers to come forward to inform against one another in administrative and criminal cases. Hear about the challenges of disciplining the "whistleblower" when witness officers fail to immediately come forward after observing misconduct. Learn about how new disciplinary matrixes are addressing these issues.

**Presenters:**

Daniel Carlson, Director, Institute for Law Enforcement Administration, Richardson, TX  
Alvin LaCabe, Manager of Safety, City & County of Denver, Denver, CO

**Moderator:**

Richard Rosenthal, NACOLE Board Member, Independent Monitor, City & County of Denver, Denver, CO

**1:30 pm**

**Session XVI – Concurrent Session**

**Returning Veterans: The Effect of the War in Iraq on Policing and Violence in our Community**

War impacts our society on many levels. As more veterans return from deployments to war zones around the world, municipalities are challenged to deal with issues specific to the re-integration of veteran law enforcement officers, and veteran civilian combat fighters in the population. This workshop will provide an overview of some veteran issues including: post-deploy psychological evaluations, post-traumatic stress disorder (PTSD), physical and traumatic brain injury (TBI), rage, alcoholism/drug use, divorce/domestic violence, and municipal liability in law enforcement combat-veteran related shootings. The workshop will also discuss assets that returning veterans bring to organizations, resources available to municipalities in dealing with these issues, and special considerations and the role of civilian oversight in dealing with returning combat veterans.

Our accomplished panelists include: a civilian oversight practitioner and Gulf War veteran who has experienced the issues from both the military and oversight perspective; a retired doctor who has received a Jefferson Award for his work to spread the word about the hidden injuries of war and pursue legislation to ensure that returning veterans receive psychological screening and treatment; and a chief physician with the Veterans Administration, an Iraq War veteran, who has recovered from traumatic brain injury (TBI) suffered as the result of a suicide bomber attack on his 3-vehicle convoy in Baghdad.

The panel promises to be informative and thought provoking.

**Panelists:**

Nathaniel Freeman, Supervising Investigator, Independent Police Review Authority, Chicago, IL  
Dr. Jerome Blum, Retired Ophthalmologist, Jefferson Award recipient, Los Altos, CA  
Colonel Kenneth Lee, MD, VA Medical Center, Milwaukee, WI

**Moderator:**

Barbara Attard, NACOLE Board Member, Police Practices Consultant, San Francisco, CA

**1:30 pm**

**Session XVII – Concurrent Session**

**Dr. Bill Lewinski, The Force Science Institute and Research Center**

Founded in 2004, the Force Science Institute is dedicated to the study of human dynamics in high stress, rapidly unfolding force encounters. Dr. Lewinski also runs the Force Science Research Center, based at the University of Minnesota, Mankato and directed by the Institute. The mission of the Institute and the Research Center is to scientifically determine and fully understand the true dynamics of force encounters – what *actually* happens between officers and offenders in fluid, rapidly unfolding, life-or-death confrontations.

**3:15 pm**

**NACOLE General Meeting & Elections**

# Tuesday, November 3<sup>rd</sup>

8:30 am

## **Session XVIII – Concurrent Session**

### **The Reality of Working with the Mentally Ill**

Living with a mental illness or substance abuse disorder can be challenging and even crippling to families and society as a whole. In law enforcement unique situations unfold that require the intervention and understanding on the part of first responders, typically police officers. What are the symptoms of mental illness and the signs of crisis. Who should be called to intervene and what actions should be taken to assist and protect the officer, the citizen, and the public? Do police receive the training they need to understand and work with people in psychological distress and crisis? What are the challenges associated with investigating crimes? How do best serve this population of citizens? How do we as Oversight Professionals fit into this dilemma? These questions as well as others will be explored in this thought provoking discussion.

Presenters:

Sherry Blythe, Associate Director of Crisis Services, Austin Travis County Mental Health  
Mental Retardation Center Psychiatric Emergency Services, Austin, TX  
Bernard Engelberg, MD, Vice President of Medical Affairs, IMHS, Austin, TX  
Sergeant Kitty Hicks, Sheriff's Department Crisis Intervention Team, Austin, TX  
Lisa Moore, President, national Alliance on Mental Illness, Austin, TX

Moderator:

Cliff Brown, Police Monitor, Office of the Police Monitor, Austin, TX

8:30 am

## **Session XIX – Concurrent Session**

### **Police Equity Research: Partnerships for Transparency and Accountability**

For several years, the Denver Police Department (DPD) has collaborated with scholars in the fields of race and gender equity to determine how best to achieve its goals of equity in policing. These partnerships have led to original research that has translated into new DPD programs addressing female officer retention, officer discipline, enhanced diversity training, and broader policy implications. These research initiatives have granted participating scholars with unprecedented access to sworn personnel, departmental records, and departmental policies. As a result of the success of these initial research efforts, the Consortium for Police Leadership in Equity (CPL) was formed in order to facilitate similar research/law enforcement collaborations.

This presentation will outline some of the most surprising findings of these research collaborations, and discuss how this collaborative model can help police departments to increase organizational transparency and officer accountability. The discussion will include local community and NACOLE leadership responses to the research partnership and its relevance to other communities, as well as audience questions and interaction.

Presenters:

Phillip Atiba Goff, PhD, Assistant Professor of Psychology, University of California, Los Angeles, CA

Tracie L. Keesee, PhD, Division Chief of Research, Training & Technology, Denver, CO

Moderator:

Eduardo I. Diaz, PhD, NACOLE Past-President, Executive Director, Miami-Dade County Independent Review Panel, Miami, FL

Discussant:

Nelson Linder, President, NAACP Austin Chapter, Austin, TX

**10:30 am**

**Session XX  
Refocusing the Vision**

This engaging workshop will help all attendees realize they have so much more potential than they actually utilize. They will learn how to think and control what they think, thus enabling them to fulfill their mission in the challenging field of Police Oversight. You will walk away inspired and motivated to achieve excellence in every aspect of your professional as well as personal life. This workshop will be lead by entertaining and inspirational educator Dan Akers. Dan has worked with Business, Judiciary as well as Military leaders across the country, helping them to turn potential into achievement.

*\*\*Please note that this schedule is subject to change\*\**